



# Organizational Sustainability

## Bridging the Gap in Succession Planning

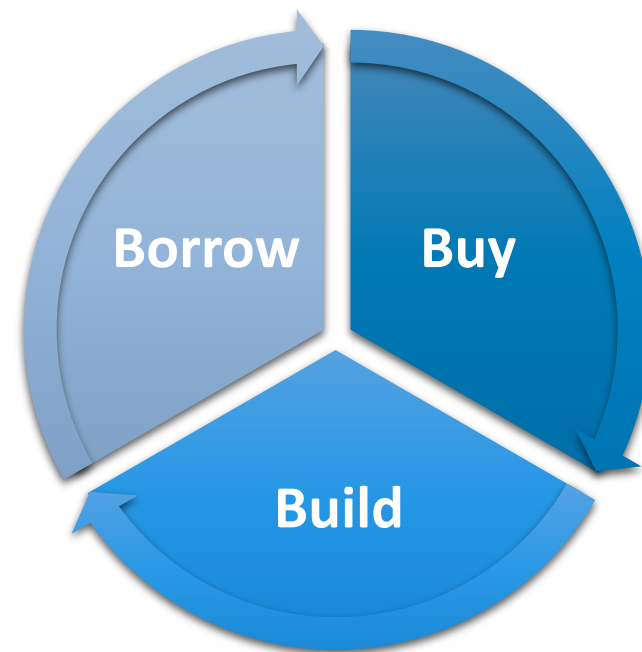
May 20, 2019


- Sustainability Overview
- Succession Planning Strategies
- Case Studies
- Strategy Tradeoffs
- Key Considerations

- Strive for Sustainability in Solid Waste Management
  - *“Meeting the needs of the present without compromising the ability of future generations to meet their own needs”*
- How to Achieve?
  - Education, Engagement, and Outreach
  - Material Reuse and Upcycling
  - Resource Recovery, Recycling and Diversion
  - Process Improvements
  - Renewable Applications



- Strive For Organizational Sustainability
  - *“66% of U.S. public/private companies admit they have no formal succession plans in place for senior management”*
  - Succession often overshadowed by financial metrics
  - Problems in financials may be symptoms of internal conditions
- How to Achieve?
  - Buy Talent
  - Build Talent
  - Borrow Talent
  - Talent is an organization’s most important Asset

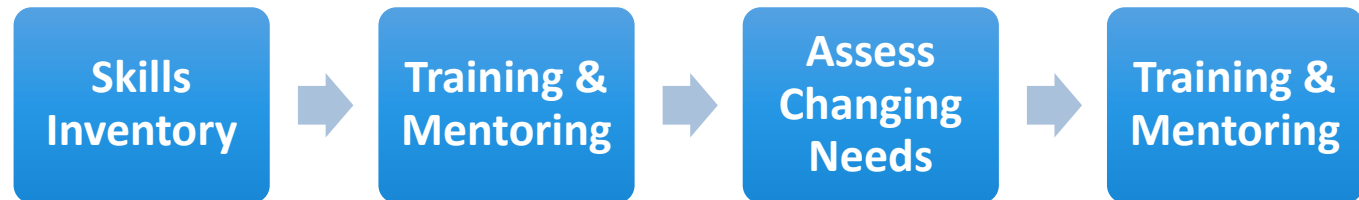


- Description: Hiring Talent from the external market
- Process:

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graph LR; A[Job Posting] --> B[Resume Screening]; B --> C[Interview]; C --> D[Hire]
```
- Use: When Talent cannot be built in-house in the required timeframe or for entry into a new market
- Needs: Engagement support from HR/Recruiting
- Outcomes: Fulfillment of work commitments
- Maintenance: Integration into company culture

- Description: Invest in learning and development of in-house Talent

- Process:



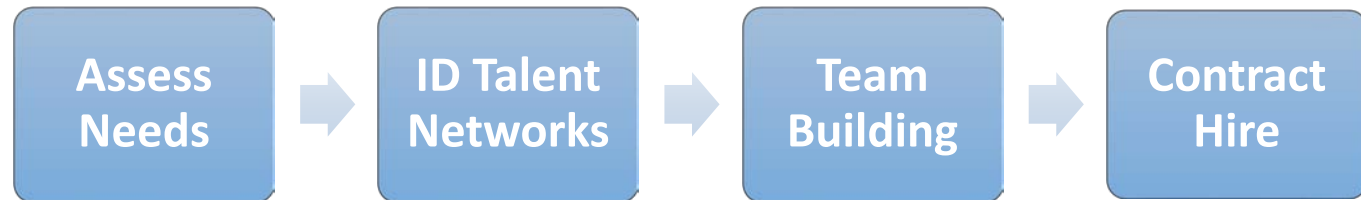
- Use: Develop pipeline of Talent that is aligned with your culture and core values
- Needs: Commitment of time, money, and resources
- Outcomes: Built-in process for Succession Planning
- Maintenance: Continuous assessment to adapt

## Case Study – Private-Sector Talent Initiatives

- Internships
- Coaching and Mentoring
- Brownbag Technical Sessions
- Focused Trainings
- Industry Conferences
- Career Track Options
- Performance – Autonomous decision-making

- Description: Contract Talent from the external market

- Process:



- Use: Develop a Talent network to leverage against variable term obligations
- Needs: Flexibility to utilize part-time, freelance, contract or temporary workers
- Outcomes: Create an adaptable support framework
- Maintenance: Continuous research and validation of network to meet changing needs



## Case Study – Public-Sector Program Management Support

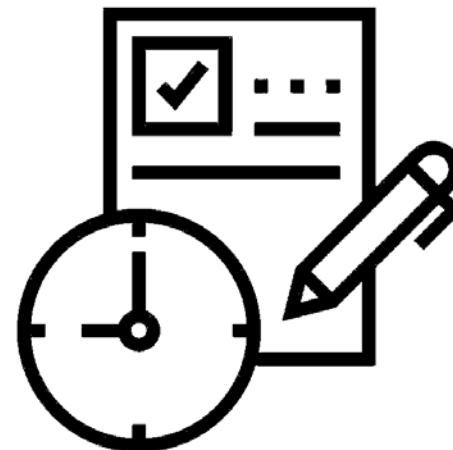
- Montgomery County DEP/DSWS, Maryland
- On-Call, Contract Employee for Mar. 2017 – Present
- Fulfill variable responsibilities for 4 Positions
- Services range from full-time to part-time for 15+ projects
- Training support for existing/new staff for transition of work
- Performance – Chain of Command decision-making

Organizational Need	Buy	Build	Borrow
Culture Change / Fresh Perspectives	✓		✓
Engagement		✓	
New Market Service	✓		✓
Retention		✓	
Quick Delivery			✓
Specialized Skills	✓		✓
Understanding the Long-Term Vision		✓	
Cost	✓	✓	✓

## For Succession Planning Strategies

- Development should work in tandem with your HR Dept.
- Recruitment needs to be integrated
- Implementation should span organizational/staffing levels
- Usage and needs may vary across an organization
- Build your talent pipeline, Buy skills where necessary, and Borrow from external sources to complement existing skills

“All good things come to those who wait” ... and Plan!



- Aguinis, H. and Cascio, W., *Applied Psychology in Talent Management*, 8th Ed., 2019.
- Lauby, S., *How to Create a Recruiting Strategy: Buy, Building, and Borrow*, 2018, Society for Human Resource Management.

<https://www.shrm.org/resourcesandtools/hr-topics/talentacquisition/pages/how-to-create-a-recruiting-strategy.aspx>

- Manpower Group, *Build, Buy, Borrow and Bridge – how to solve the talent shortage in your organisation*, 2018, Client Sophistication Workforce Trends.

<https://www.manpowergroup.co.uk/the-word-on-work/build-buy-borrow-bridge-solve-talent-shortage-organisation/>

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